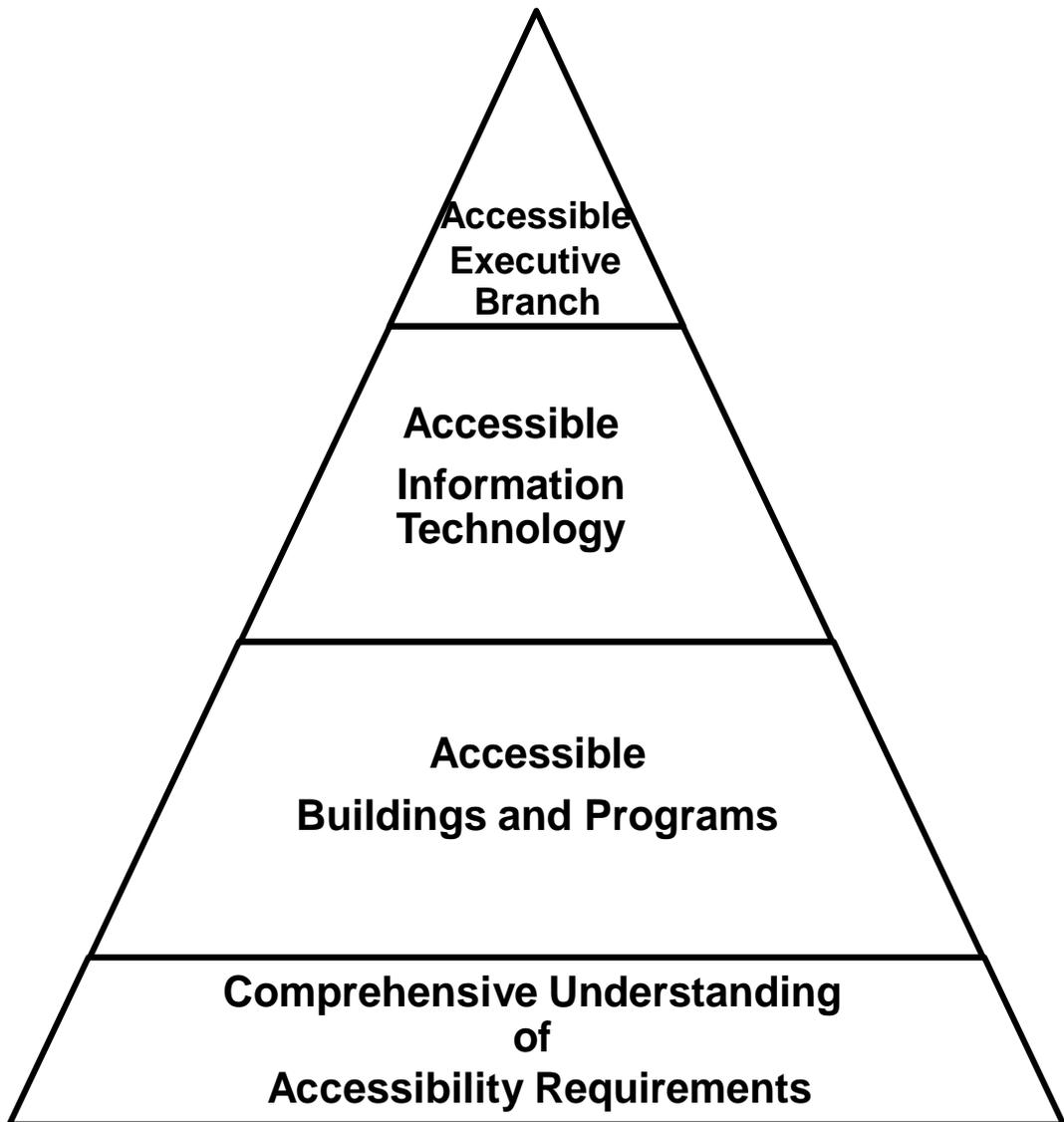




Enhancing  
Accessibility in the  
Executive Branch  
FY13-14 Strategic Plan

# **Building to Accessibility**



# Accessibility Objectives

## **Committed to bringing about:**

- A comprehensive understanding of accessibility requirements
- A coordinated approach to achieving accessibility objectives

## **Working across three primary platforms**

- Physical Building Accessibility
- Programmatic Accessibility
- Information Technology (IT) Accessibility

## **To deliver or make available**

- Training
- Technical Assistance

# **Guiding Mechanism**

***Universal Access Committee***

# Universal Access Committee

## **Mission:**

The mission and objectives of ANF Administrative Bulletin #19 are to outline policy and programmatic frameworks to promote greater access for citizens with disabilities to states programs and services, as well as to achieve compliance with Title II of the American with Disabilities Act and related Massachusetts and federal laws and Executive Order 526.

ANF Administrative Bulletin #19 applies to each agency of the executive branch and is instructive guidance to each state agency that receives capital funding pursuant to the annual capital budget. Pursuant to Administrative Bulletin #19, there is hereby created a Universal Access Committee (“UAC”), which shall serve as an inter-secretariat working group, to develop and recommend approaches to fulfill the mission and objectives of ANF Administrative Bulletin #19.

# Universal Access Committee

## Composition:

- Assistant Secretary for Access and Opportunity, Chair;
- Assistant Secretary for Capital Finance and Intergovernmental Affairs or his designee;
- Division of Capital Asset Management – two representatives;
- Director of the Massachusetts Office on Disability (“MOD”) or her designee; Chief Information Officer of the Commonwealth or his designee;
- Chief Human Resources Officer or his designee;
- Director of the Office of Diversity and Equal Opportunity;
- Civil Rights Division of the Office of the Attorney General – one representative;
- Secretary, each executive office of the executive branch, including the Massachusetts Department of Transportation or her/his designee; and
- Four other individuals to be appointed by the Assistant Secretary for Access and Opportunity

# Universal Access Committee

Universal Access Committee **is** an inter-secretariat working group which

- Identifies issues and concerns regarding accessibility to buildings and programs;
- Coordinates the development and implementation of a work plan relative to executive agency execution of strategic self assessments and the development of transition plans;
- Works to connect the identification of accessibility challenges to formal mechanisms that can address them;
- Serves as a bridge between and among executive branch and other public agencies; and,
- Brings forward policy recommendations and programmatic approaches to address accessibility challenges

Universal Access Committee **is not** a decision-making body in that it does not take the place of agencies responsible for ensuring accessibility

# Universal Access Committee

## **A comprehensive understanding of accessibility requirements**

- Encapsulation of ADA Coordination Roles and Responsibilities
  - ✓ Coach, Consultant, Advisor, Coordinator, Community Liaison
  - ✓ ADA Coordinator Job Description reflects multifaceted role
  - ✓ Responsibilities exist no matter how we organize to accomplish

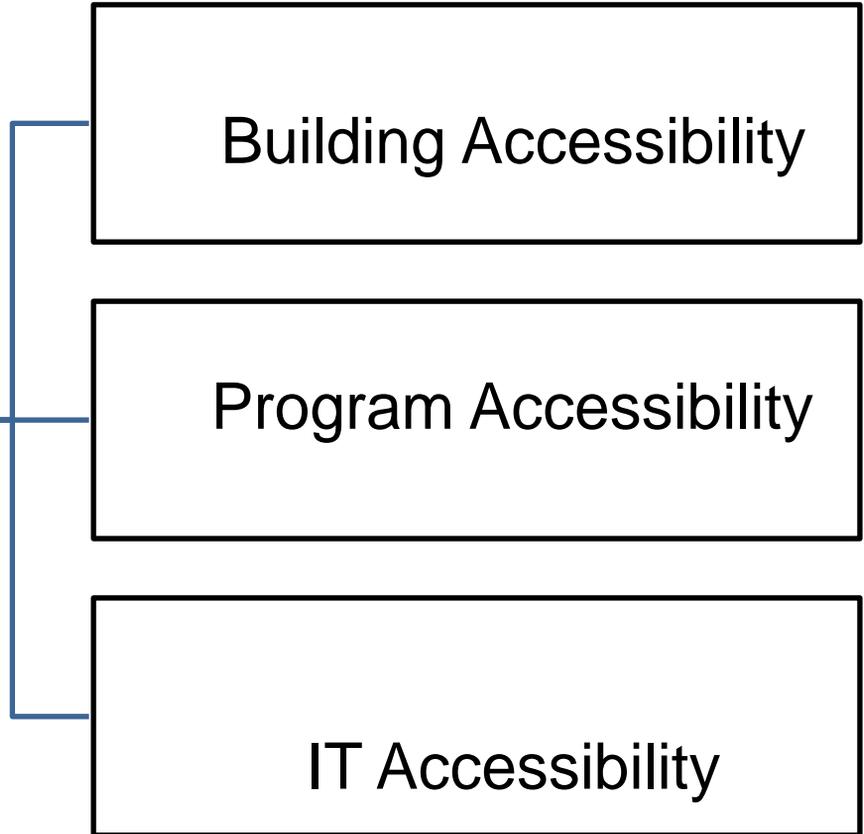
## **A coordinated approach to achieve accessibility objectives**

- Building and Programmatic Accessibility Roadmap
- Information Technology Accessibility Roadmap

# Universal Access Committee

Accessibility

Platforms



# **Building/Programs Accessibility Roadmap**

# The Elements

- Developing a phased approach to identifying unknown accessibility challenges
- Developing an agency strategic self-assessment process that identifies accessibility barriers
- Ensuring that agencies work according to the phased approach to Identify unknown accessibility challenges
- Implement an agency strategic self-assessment process that reveals accessibility barriers – both physical and programmatic
- Implement an agency transition plan that establishes a roadmap for addressing barriers revealed via the agency strategic self-assessment

# Facilitating Agency Action

## Training

- Working with Massachusetts Office on Disability and Division of Capital Asset Management to develop a coordinated training program for ADA Coordinators and Facility Managers
- Working with MOD and ITD to develop a coordinated training program relative to IT accessibility

## Technical Assistance:

- Working with the Division of Capital Asset Management to implement an internal mechanism that can lend technical assistance support to executive branch and other agencies (Master Service Agreement)

# **Information Technology Roadmap**

# Background

- In 2005, individuals of the Massachusetts disability community express grave concerns to announcement by the Commonwealth's Information Technology Division of a proposal to adopt standards that would have required agencies to use less accessible open source desktop programs
- In 2006, the Massachusetts Office on Disability, the Information Technology Division and the Executive Office of Health and Human Services brought forward and signed a Memorandum of Understanding that established a framework for addressing information technology and accessibility issues. The MOU covered the following:
  - Mandatory accessibility language to be included in solicitations for IT solutions (systems).
  - Requirements for third party testing relative to accessibility
  - Enforcement of ITD Web Accessibility Standards
  - Contracted systems vendors to provide accessible training materials and to coordinate with agency personnel to identify employees requiring an accommodation
  - Software developed post MOU required to meet benchmarks to ensure accessibility
- ITD opens, equips and staffs Accessibility Laboratory

# Defining Next Steps

- Much positive activity has taken place as a result of the 2006 Memorandum of Understanding; however, we can do more and do better.
- Additionally, much has changed within the Executive Branch since 2006 and our future efforts should take into account these organizational changes:
  - Executive Order 517 – coordination, standardization and automation of Executive Department human resources units,
  - Executive Order 532 – coordinating and centralizing the management and operation of the Executive Department information technology systems, and
  - Executive Order 533 – improved coordination, centralization and implementation of best practices at the secretariat-level of state agency procurements and the oversight and aggregation by the Operational Services Division of all procurement
- In 2011, the Office of Access and Opportunity convened a working group consisting of representatives of the Information Technology Division and the Massachusetts Office on Disability to develop a roadmap to achieve enhanced accessibility in information technology acquisition, deployment and utilization

# Areas of Effort

## Enhanced Accessibility in the Acquisition, Deployment and Utilization of Information Technology

Governance	Procurement
ITD-led Efforts	Training

# Governance

- Create bridge among the consolidation executive orders (procurement, IT, HR) through the issuance of either an administrative bulletin or other policy guidance
- Establish mechanism through which employees who believe non-accessible changes to IT systems are being contemplated can anonymously seek help from ITD
- Create a new position: MOD IT Accessibility Specialist
- Revise mitigation process, standard language, and accessibility contract language to better communicate to vendors and agencies the mitigation process
- Clarify the role of the Secretariat/Agency ADA Coordinator Role in Information Technology matters
- Require that large capital funded IT Projects are sufficiently funded for accessibility

# Governance continued

- Secretariat CIO in conjunction with Secretariat ADA Coordinator to review IT procurements involving user interfaces when procurement meets certain criteria (to be defined by ITD and MOD and to be based on factors such as number of end users, whether system is public or internally facing, dollar amount of project, etc.).
- Secretariat CIO in conjunction with Secretariat/Agency ADA Coordinator to be co-responsible with procuring agency for determining that accessibility questions are asked in solicitation, responses are reviewed, mitigation process initiated if necessary, and accessibility issues identified and addressed
- Create a Large Project Accessibility Advisory Board to provide advisory services with respect to all large IT Projects (i.e. those over a particular dollar threshold, such as \$1,000,000)
- Require ITD and ANF to perform a high level assessment of ongoing appropriated IT budgets (across 8 secretariats and ITD) to adequately support IT accessibility needs
- Work with Agencies to ensure that they deploy most up-to-date software

# Procurement activities

- Create statewide contract for procurement of accessibility tools and related services, replacing current agency contracts
- Renew the existing ITS34 outside accessibility tester contract; in next contract, include consulting, remediation, and training
- Explore the price differential between accessible and inaccessible telecommunications products and determine if time is ripe for requiring accessibility in all or most such products on statewide contract
- Ensure CommPASS postings address accessibility
- Define intermediate sized IT procurements and pure COTS procurements, and develop an appropriately scaled accessibility related procurement process for them

# ITD led efforts

- Become an active participant in user groups for major software vendors, and articulate accessibility needs, and learn about accessibility solutions, through those forums (this may be owned by or shared with MOD IT Accessibility Specialist)
- Obtain a license for self-testing tools installed at ITD that agencies can use to test web content and systems
- Combine ITD Web and General Accessibility Standards
- Create safe harbor in ITD standards
- Address Home Grown Solutions

# Training to be delivered

- Train Secretariat and Agency procurement officers in accessible procurement
- Train agency web staff in the accessibility tools built into new ITD content management system
- Brief agency legal counsel on changes in disability rights law related to technology and telecommunication (this may be owned by and/or shared with MOD IT Accessibility Specialist)
- Raise consciousness among secretariat LAN teams, through training, of impact that upgrades and new systems can have on pre-existing accessible applications and accessibility in general
- Identify and train Executive Department's internal developers
- Provide each Executive Branch Agency Head (including senior management – Chief of Staff, Chief Procurement Officer, General Counsel and ADA Coordinator) Information Technology Accessibility Awareness Training

# Required Elements for Success

- ✓ **Leadership**
- ✓ **Commitment**
- ✓ **Consistent Effort**
- Funding**

# Linkage of Effort

# Integrated Facilities Management

*“Integrated facilities management through a shared services approach creates the opportunity to reform facility management practices, enhance maintenance standards, modernize the workforce, improve the environment for employees, achieve cost-effectiveness, and result in greater customer satisfaction for client agencies and the general public.”*

- Governor Deval L. Patrick

# Project Description

- State facilities, along with the staff who manage these facilities, play a critical role in the services that the Commonwealth delivers to residents across the state.
- Historically, management of state-owned facilities has been agency- and location-driven, resulting in facilities organizations and functions that operate in silos, with limited standardization and sharing of resources.
- IFM is the effort to bring it all together, use our resources in the most effective way to help agency customers deliver on their mission, and maintain and protect the assets of the Commonwealth.
- The Division of Capital Asset Management (DCAM) is leading this effort on behalf of Secretary Gonzalez, as the state agency assuming responsibility for facilities management across the Commonwealth.
- The integration effort is not expected to result in a reduction in the current FM workforce. As needs are better defined and optimization of portfolio administration is implemented, IFM will likely require an initial investment to provide additional expertise to the FM staffing model

# Moving Towards the Future

## Yesterday

## Tomorrow

Agency silos and location driven facilities management operations



Integrated and standardized facility management capabilities across the Commonwealth

Non standard budgeting practices and accounting for FM costs across agencies



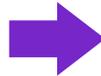
Centralized approach to finance, including effective chargeback methods and models

Limited deferred maintenance investment resulting in missed opportunities



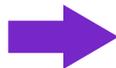
Deferred maintenance becomes budgetary and organization priority

Internally focused organization delivering inconsistent levels of service



Customer focused culture delivering high standards and service

Voluntary, restricted training opportunities limiting staff participation



Comprehensive professional development program aligned to a 21<sup>st</sup> century worker and skills

# Project Goals

## Effectiveness

Improving quality of services through consistent standards, unified policies, clear guidelines and robust measures.

## Efficiency

Organizing our staff and service delivery model to support Commonwealth facility needs, facilitate collaboration, and optimize resources.



## Environment

Providing an accessible, physically safe, environmentally sustainable, and comfortable workplace.

## Engagement

Engaging our agencies with superior customer service by engaging our employees with meaningful learning incentives and career opportunities

# Future Benefits

## Effectiveness

- High quality footprint & expansion of energy projects
- Increased management focus on strategic activities versus tactical repairs
- Sound governance and decision-making processes focused on the holistic needs of the Commonwealth facilities
- Common Standards

## Efficiency

- Improved productivity via shared services and knowledge sharing
- Enhanced economies of scale associated with integrated management approach
- Increased use of data to manage operations and better insight into performance metrics
- Refined process for allocating capital spend



## Environment

- Reduced environmental footprint and expansion of energy projects
- Standardized process for retrofitting and retro-commissioning facilities
- Improved workplace driving
- Increased worker engagement and productivity
- Consistent focus on accessibility standards

## Engagement

- Enhanced staff development and training program with clear career paths
- Proactive customer relationship program
- Strategic alignment of facilities with agency business needs
- Regular networking and information-sharing opportunities

# IFM & UAC

## Establishing clear linkages

- The UAC and the IFM will work in a coordinated manner to facilitate attainment of our collective goals and objectives as they relate to accessibility;
- The UAC Chair also sits on the IFM Governance Committee – will facilitate sharing of information and coordination of agendas
- We will use both vehicles to define and recommend policy and process approaches that link:
  - **the removal of barriers**
  - **ongoing maintenance, capital efforts and accessibility improvements**